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CONFLICT APPROACHES OF EFFECTIVE PROJECT MANAGER IN THE UPSTREAM SECTOR OF INDONESIAN OIL & GAS INDUSTRY

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Conflict can be functional or dysfunctional to the organization's performance. This study focused on the relationship between conflict approaches implemented by the project manager based on project team member's perception on the effectiveness of the project manager in managing project's conflict. Questionnaires were modified from Barker et al. (1988) to measure conflict management approaches and outcomes of managing project conflict. Data were gathered from 57 respondents who worked in the Engineering, Procurement, and Construction (EPC) contractors serving the upstream sector of the Oil and Gas industry in Indonesia. By using Pearson correlation, result of this study indicated that project managers were perceived to be effective in managing project conflict when implementing cooperative and confirmative approaches, but ineffective when combining competitive and avoidance approaches. Further research should investigate correlation between cultural dimensions with conflict approaches and outcomes of managing conflict.

Abstract



Keywords: conflict approaches, effective project manager, EPC contractors, upstream sector of oil and gas industry.

The Oil and Gas industry is experiencing surge of demand. Limited resources, increasing global demand, strained infrastructures and other factors signify the needs to increase global production. Oil and Gas producers in their pursuit of increasing the production has been spending huge amount of capital expenditure. The International Energy Agency estimates that meeting the needs of global energy would require

investing more than \$17 trillion by 2030 (Van der Veer, 2006).

Oil and Gas producers implement project approach in exploring and developing their oil and gas reserves globally including in Indonesia. Typically they engage Engineering, Procurement and Construction contractors to develop the required infrastructures and production facilities. Such facilities can either be located onshore or offshore.

Development projects in Indonesia typically are covered by a contract executed by both parties i.e. Oil and Gas company and contractor. Such binding contract includes liquidated damage, maintaining cost objectives and facilities performance guarantees' provisions and some other contractual liabilities. Liquidated damage provision typically imposing a requirement such that contractor in undertaking the project, given the technical and functional specifications, can complete the project at a certain date. This date is usually related to the Oil and Gas company's delivery commitment to their customers. In the case that contractor could not complete the project on time; financial penalty would be imposed to the contractor.

Facilities performance guarantees provisions are usually related to the intended throughput of the production facilities and its life-time. If during the certain period of time after project completion and facilities being handed over to the Oil and Gas company, such facilities' performances could not be met, another liabilities which might also include financial penalty have to be fulfilled or paid by the contractor. Failures to meet the completion dates, cost objectives and facilities performance guarantees are sometimes highly publicized and can negatively impact the credibility of the contractor as to its ability and capacity to fulfill its commitments to the market.

The project environment in the upstream sector of the Oil and Gas industry including in Indonesia also share the same characteristics and pressures compared to other project environment in different sector of the indus-

try. However it is noted that on top of these common characteristics and pressures, contract liabilities put the contractor into a more complex and riskier situation relatively to the other sectors. Notwithstanding the amount of capital spending that Oil and Gas companies has to invest in developing their production facilities which typically ranging from hundreds of millions up to billions of dollars, so that the amount of the financial risks transferred to the contractor are considerably huge. Huge enough so that it can drag the contractor into a bankruptcy condition, if the projects are not well managed.

It is therefore apparent that project manager has a very complex and delicate tasks to perform. Project manager has to manage all project stakeholders' expectations including client, higher management, suppliers, subcontractors and also project team member including conflicts among them and at the same time performing regular duties such as planning, executing, monitoring and controlling project to achieve project goals and objectives which are traditionally viewed as being on time, within budget and meeting client's technical and functional specifications.

Furthermore, Turner and Muller (2003) also stated that there were three project constraints (scope, time, and cost or budget) which could create pressures to the project manager and the undertaking organization. These pressures existed because of the facts that, firstly, projects were subjected to uncertainty since no one could provide a guarantee that plans would deliver the required project outcomes or

desired beneficial changes. Secondly, projects created a need for integration of the required project resources. Lastly, projects were undertaken subject to urgency which was delivering the desired outcomes within the desired time scales. These project constraints could generate conflicts within the project organization some of which were the result of changes arisen during project execution, concentration of professionals of diverse disciplines and cultures, limited means to satisfy divergent interests, conflicts associated with different priorities between team members, etc.

In Indonesia, Oil and Gas companies, particularly in the upstream sector, utilize project approach in developing its onshore and offshore production facilities. The project environment in this sector in Indonesia also shares the same pressures exerted by characteristic of projects to the undertaking organization, Project Managers and project team members. In fact, source of the conflicts identified by several scholars, such as man-power resources, cost objectives, project schedules, personality conflicts, project priorities, technical conflicts and conflict over administrative procedures (Hyvari, 2006), are also applicable to the projects in this sector in Indonesia.

As conflicts in a project environment are inevitable, consequently one of the primary responsibilities of project manager is to manage it and fail to manage conflicts endangers project to achieve its goals and objectives. Considering also the fact that project manager could not be possible executing the project and achieving the project goals and objectives by him/

herself, he has to set-up a cohesive and aligned project team. Such project team consists of people with diverse background of educational, nationalities, discipline of expertise, cultures and values. In the context of conflict management, project managers must identify, analyze, and evaluate both positive and negative values of conflict and their effect on performance, subsequently seeking resolution of any conflicts arise during project execution. Attitudes and conflict management styles play an important role in determining whether such conflict will lead to destructive or mutually beneficial outcomes including meeting the schedule, budget and customer's quality requirement.

Because of the importance of conflict management and its impact to the organization's performances, scholars have studied and developed typologies of conflict management. One of such typologies was developed and proposed by Thomas and Kilmann and further supported by Rahim (1983a). Typology proposed by the study of Barker, Tjosvold, and Andrews (1988) in Western Canada, which consists of cooperative, confirmative, competitive and avoidance approaches, concluded that in project teams where the managers used a combination of co-operative and confirming approaches to conflict, conflicts were judged to have a constructive impact and project manager was judged to be effective. On the other hand, conflicts were seen as counterproductive and project manager was seen as ineffective when the project manager relied upon a combination of competitive and avoiding approaches to conflict. Despite the attempts of some scholars to develop and propose

typologies to manage conflicts that can be referred by project manager in managing project conflicts, Sage Publication (n.d.) emphasized that it is difficult to recommend the best conflict resolution approaches considering that each conflict situation is unique and dynamic.

Based on the analysis, the objective of this paper was to identify which conflict approach that could be used by project managers to manage conflict effectively, based on the perception of project team members in the EPC (Engineering, Procurement, & Construction) contractors serving the upstream Oil and Gas industry in Indonesia. It was also proposed that co-operative and confirming approaches were positively related to constructive conflict and effective project management. Conversely, competitive and avoiding approaches to conflict management were negatively related to constructive conflict and effective project management.

LITERATURE REVIEW

Conflict in Organization

Understanding and acknowledging the existences of conflict(s) in an organization is very important. Wilmot and Hocker (2001) defined conflict as an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from others in achieving their goals. Furthermore, Rahim (2001) defined conflict as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (i.e., individual, group, organization, etc.).

Some studies have suggested that conflict introduces negative impacts to the organization. Organizational conflict theorists suggested that conflict was detrimental to organizational productivity (Kehinde, 2011). Studies performed by Medina et al. (2005) and Khan, Afzal, and Rehman (2009) have shown that conflict is associated with reduced productivity and satisfaction in groups.

On the contrary, conflict is beneficial to the organization under some circumstances. For example, Medina et al. (2005) and Khan, Afzal, and Rehman (2009) claimed that conflict within teams improves decision, planning, quality and strategic, financial performance and organizational growth. Moreover, previous studies stated that such that conflict can be beneficial as well as detrimental to the organization (Deklerck & Buss, 2009; Holahan & Mooney, 2004; Khan, Afzal, and Rehman, 2009).

Knowing the importance of conflict management and its impact to the organization and its performances, scholars have developed typologies of conflict management which was mainly based on Blake and Mouton managerial grid's conceptual foundation. Blake and Mouton presented five general techniques for resolving conflict: withdrawing, smoothing, forcing, compromising, and collaborating/confronting/problem solving (also referred to as negotiating). These five approaches were then conceptualized into two dimensions that had been labeled as "concern for self" and "concern for other". Based on Rahim (1983a), the following are five conflict management approaches:

- Avoidance style (low concern for others and low concern for self) is associated with intentionally withdrawing from the conflict situation.
- Accommodating style (high concern for others and low concern for self) refers to focusing on areas of agreement and thus smoothing over differences.
- Competition style (low concern for others and high concern for self) is described as forcing one's own views on others.
- Collaborative style (high concern for others and high concern for self) pertains to integrating the views of all involved.
- Compromise (moderate concern for all) is associated with finding a middle ground solution. This occurs when members focus on finding a common solution that addresses everyone's interest.

Conflict in Project Management

Project is defined as a temporary endeavor undertaken to create a unique product or service (Project Management Institute, 2004). Projects are often implemented as a means of achieving an organization's strategic plan or to respond to the needs beyond enterprise's normal operation capacity. Operations and projects differ primarily in that operations are ongoing and repetitive, while projects are temporary and unique. Projects have a definite beginning and ending from the timeline perspective, typically within a few weeks, months, one year or more whilst operations are meant for longer period of time, for not saying forever. Unique means that created product or service is somehow different from all other products or services.

In project management, a team, typically composed of persons from different functional units, is responsible for the success or failure of a particular undertaking. Project managers play a key role for they may determine the membership, shape the group's activities, co-ordinate and lead the group, and help the group interface with the client and the larger organization.

In project management, conflicts could also happen. Conflict is as inevitable in a project environment as change seems to be (Bednarz, 2012). There is always a potential for conflict to happen during the course of the project, knowing that project team member interact in trying to complete their tasks and responsibilities. Therefore, it seems impossible for people with diverse background skills and norms to work together; make decisions, and try to meet project goals and objectives without conflict. Consequently, project managers must identify, analyze, and evaluate both positive and negative values of conflict and their effect on performance. Attitudes and conflict management styles play an important role in determining whether such conflict will lead to destructive or mutually beneficial outcomes.

RESEARCH METHOD

Participants

The respondents of the survey were project team members, such as engineers, technologists, or supporting staff. They should have worked for at least 2 years in the project(s) in the upstream sector of the Oil and Gas industry in Indonesia, which provided Engineering, Procurement and Construction services in which executing

Table 1. Conflict Approaches and Outcomes of Managing Project Conflict Scales

| | Number of items | valid items | Cronbach's Alpha |
|------------------------------|-----------------|-------------|------------------|
| Cooperative | 8 | 8 | 0.8898 |
| Confirming | 8 | 7 | 0.8410 |
| Competitive | 8 | 8 | 0.8377 |
| Avoiding | 8 | 8 | 0.8644 |
| Conflict Intensity | 6 | 6 | 0.7173 |
| Effective Project Management | 7 | 7 | 0.8479 |
| Constructive Conflict | 6 | 5 | 0.7138 |

project awarded by their clients was their main revenue or profit generating activity in their organization.

There were two method of data collection. First method was by distributing 300 questionnaires booklets to three companies operate in the sector. Only one company agreed to participate in this survey, and this company only returned back 39 questionnaires. The second method was through e-mail correspondence directly to 50 potential respondents working in several companies in the sector, but only 25 filled up the questionnaires. Out of these 64, only 57 usable questionnaires could be further analyzed. Therefore, the response rate of using these two methods was 16.3 percent.

Questionnaire

For the purpose of this research, a questionnaire was modified from the questionnaire developed by Barker et al. (1988). This questionnaire consisted of two parts. Originally the first part consisted of 20 questions related to the conflict management approaches utilized by project manager, i.e. cooperative (7 items), confirming (2 items), competitive (7 items), and avoiding (4 items). This part was modified by adding 12 statements from Rahim (1983b)

to make each approach had equal number of statements (8 each).

Definition of conflict approaches by Barker et al. (1988) can be summarized as follows:

- Co-operative which emphasis upon mutual goals, orientation toward joint benefit, understanding everyone's view, and incorporation of several positions to form a solution good for all.
- Confirming which conveys that the other person is accepted as effective, avoids insults and blaming.
- Competitive - assumes that the conflict is a win-lose struggle, attempts to make the other conform to his or her views, forceful presentation and coercion.
- Avoiding which tries to maintain harmony and smooth over differences, avoids expressing frustration and anger.
- The second part of the questionnaire was designed to measure three possible outcomes of managing project conflict (Barker et al., 1988):

Intensity of conflicts experienced under the project manager (extent to which project members expressed opposing opinions, had different perspectives, had interpersonal difficulties, and debated how to proceed).

Table 2. Correlation coefficients among variables

| | Conflict Intensity | Co-operative | Confirming | Competitive | Avoiding |
|------------------------------|--------------------|--------------|------------|-------------|----------|
| Co-operative | -0.13 | | | | |
| Confirming | -0.03 | 0.69 ** | | | |
| Competitive | 0.48 ** | -0.41 ** | -0.28 * | | |
| Avoiding | 0.19 | -0.45 ** | -0.40 ** | 0.29** | |
| Effective Project Management | -0.23 | 0.80 ** | 0.54 ** | -0.40** | -0.48 ** |
| Constructive conflict | 0.35 ** | 0.22 | 0.13 | 0.24 | -0.32 * |

Note: ** correlation is significant at the 0.01 level (2-tailed); * correlation is significant at the 0.05 level (2-tailed)

Constructiveness of conflicts (extent to which experienced conflict led them to work harder, feel energized, promoted useful exchanges, produced benefits, increased the understanding of the project manager).

Effectiveness of project management (degree to which project management enhanced their job satisfaction, increased their commitment to the project, had a positive impact on their job performance, increased commitment to the organization, increased their confidence in the project manager)

Respondents were asked to respond to each statement on the basis of how frequently the particular behavior was exhibited by his/her project manager, based on a 5-point Likert scale ranging from 1 to 5: never, seldom, sometimes, often, and always respectively.

After scale purification, conflict approaches and outcomes of managing project conflict had Cronbach alpha ranging from 0.7138 to 0.8898 or higher than 0.70 (see Table 1). There were 2 items which were not valid: 1 from confirming and 1 from constructive conflict.

RESULT AND DISCUSSION

Respondents' profile

Majority of respondents' age were between 25-34 years (52.6%) and 35-44 years (36.8%), while the majority of their project managers' ages were in the range of 45-54 years (50.2%) and 35-44 years (29.8%). The nationality of respondents was Indonesians (94.7%), whereas respondents' project managers were mostly Japanese (33.3%), Indonesian (21.1%), Indian (15.8%), and British (12.3%).

The current position of respondents were engineering staff (36.8%) and supporting staff (26.3%). Their level were in supporting staff (54.4%) and middle management (42.1%). Majority of them worked in company financed by foreign investment (94.7%).

Correlation among conflict approaches

Pearson correlation analysis was used to seek the correlation coefficients of conflict approaches and effective project management and constructive conflict. The correlation in table 2 indicated that project managers who were perceived using a co-operative

approach to conflict also used a confirming approach ($r = 0.69$). It was apparent that when they were perceived using this combination of co-operative and confirming approaches, they tended not to use either a competitive ($r = -0.41$, $r = -0.28$) or an avoidance ($r = -0.45$, $r = -0.40$) approach to conflict. They were also perceived using both competitive and avoidance approaches ($r = 0.29$). Project managers using these approaches tended not to use either co-operative ($r = -0.41$, $r = -0.45$) or confirming ($r = -0.28$, $r = -0.40$) approach.

Relationship of Different Conflict Approaches with Outcomes of Managing Project Conflict

Table 2 showed that only competitive approach had the potential for increasing the level of conflict intensity ($r = 0.48$). Conflict intensity was also associated positively with the constructive conflict ($r = 0.35$). This indicated that in the perception of the respondents, overt expression of conflict had constructive outcomes.

As proposed, co-operative and confirming approaches had positive association with effective project management ($r = 0.80$, 0.54), while competitive and avoidance approaches had negative correlation ($r = -0.40$, -0.48). This meant that project management was perceived effective if project managers used co-operative and confirming approaches, and ineffective when using competitive or avoidance approach. However, avoidance approach was perceived worse than competitive approach to conflict for project management to be effective.

Only avoidance approach was negatively associated with the perception that conflicts were constructive ($r = -0.32$). The other approaches did not any have significant correlation with constructive conflict.

Discussions

It was found that project managers who were perceived to use co-operative approach to conflict also used confirmative approach ($r = 0.69$). Project managers who used both co-operative and confirmative approaches to conflict were perceived by project team members to increase the level of effective project management. This finding supported the study of Barker et al. (1988), which concluded that combination of these two approaches was highly productive within the respondent studied.

Combining co-operative and confirmative approaches would be the best conflict approach to implement. In certain conflict situation, cooperative approach would not be the best conflict approach to implement, particularly when dealing with Indonesian which is one of the high context cultures's countries in which verbal statement does not cover the whole intent because a complete intention can only be inferred by also taking into account factors such as tone, gesture and emotions. In addition, Indonesian is also known as collectivist instead of individualist where "loosing face" situation should be avoided.

This is in line with Sage Publication (n.d.) who noted that each conflict situation is unique and dynamic so that it is difficult to recommend the best conflict approach to resolve it. It further

suggested that project manager needs to consider some factors before choosing the right approach. Such factors include time pressure, type and relative importance of the conflict, position of the parties involved in the conflict, and relative emphasize between goals and relationship.

Furthermore, project manager also has to acknowledge and recognize that each project life-cycle or phase has its own dynamics. The dynamics during the engineering phase in which the intensity of the progressive elaboration is at its highest level, would be different with the dynamics during the construction phase or close-out phase where in the progressive elaboration are less intense.

Negative association between avoidance approach and effective project management and constructive conflict is understandable that avoidance approach tends to only delaying the conflict resolution while the needs for resolving the conflict is a must at certain situations. In addition negative relation between competitive approach and effective project management was also perceived to decrease the effectiveness of project management. Therefore, some project managers were also perceived to use a combination of competitive and avoidance approaches to conflict ($r = 0.29$). Combination of competitive and avoidance approaches greatly reduced the likelihood that conflicts would be seen as effective project management (Barker et al., 1988).

These managers were possibly perceived as using competitive approach when they thought they could win and

using avoiding approach when they were uncertain of the situation. This finding confirmed the study of Barker et al. (1988) that competitively oriented persons tended to avoid conflict unless they were likely to win. The combination of these two approaches greatly reduced the effectiveness of project management, although avoidance approach might be beneficial for project manager and the project itself particularly when there is a need to buy time before taking management intervention.

The positive association between competitive approach and conflict intensity suggests that by using competitive approach can increase the intensity of conflicts, which supported the finding of Barker et al. (1988) which claimed that some of the conflicts were embedded in a competitive context. On the other hand, positive association between conflict intensity and constructive conflict suggested that project manager already had necessary skill to channel the conflict energy into constructive pathways (Barker et al., 1988).

CONCLUSION

The result of this study found that the best conflict management approach perceived by project team members for effective project management was combining co-operative and confirmative approaches. On the other hand, project managers were perceived ineffective when implementing competitive and avoidance approaches.

Practical Implications

Uncertainty is one key word and attributable to project. Such uncertainty

can be ranging from the ambiguity in roles and responsibilities of project manager and project team members, uncertainties over availability of competence man-power resources, uncertainties induced by the relatively limited client's provided technical and functional specifications, client's provided design basis and information and other client's imposed contractual liabilities such as milestone and completion dates, liquidated damages, penalties, administrative requirements, etc. It is therefore, in short any organization undertaking project shall develop its capacity and competency to cope such uncertainties which induce project conflicts in order to ensure the overall organization's profitability, performance and growth, particularly when competition is becoming fiercer day by day.

Uncertainties induce by client that potentially becomes source of project conflicts over cost and budget, schedules, administrative requirements, project priorities, technical issues can be minimized up-front during the tender process as typically during the tender process, client provides the opportunity for contractor to raise any clarification over the project's requirement including technical, functional and contractual requirement and client would be responding to such clarification raised by contractor. In this regards, contractor has to take the full benefits of such opportunity to minimize uncertainties induce by client's requirement. In order to do so, contractor has to build its proposal and estimating department along with other functional departments involved during the tender process, the required capacities and competencies to identify

such uncertainties and raise it for client further clarification.

Client's clarifications over the identified uncertainties once received, shall be evaluated further and compare it against contractor's pre-defined conditions or strategic goals and objectives to decide whether the exposures are within the acceptable range of the contractor's organization. Under the situation wherein the exposures are not acceptable to the contractor's organization, then contractor's management might consider to withdraw from further participation in the tender process. Otherwise, contractor's management might decide to continue participating in such tender process. With this approach, uncertainties in a project, particularly those induce by the client's requirements, which later can be transformed to source of project conflicts can be minimized up-front or transferred or even avoided.

Limitation

Both the questionnaire used in this survey and the original questionnaire developed by Barker et al. (1988) did not include a statement or question in which phase or cycle of the project the respondents were in when the surveys were conducted. The dynamics in each project life-cycle might explain as to why in this research there was no statistically significant association between cooperative approach with both constructive conflict and conflict intensity variables. Further study should ask respondents to indicate phase of project.

This study had limited number of respondents (57). Therefore, a large data sample should be sought. In the fu-

ture, more engineers and technologists from different EPC companies should be solicited.

Recommendations for project managers

There are several recommendations for project managers based on the results above. *Firstly*, mastering both communication and negotiation skills that includes active speaking and listening, separating people from the problems, negotiation over principles instead of positions, expanding options or alternatives for mutual benefits, using objective criteria in every negotiation, would be very beneficial skills in managing project conflicts.

Secondly, understanding the contract including contractual liabilities, change, liquidated damage, warranty and all other provisions would be very beneficial in managing any possible project conflict involving both client and contractor. *Thirdly*, regardless of the type and intensity of the project conflicts, it is strongly recommended that at all time adherences to the code of business conduct shall be upheld by all parties in conflict.

Recommendations for future research

There are several recommendations for future researches based on the re-

sults above. *Firstly*, that project has its own life-cycle. The level of uncertainty in each of the cycle varies henceforth this might affect the interaction between project team members as well as between the project team members and Project Manager so that it becomes more complex and induce different level of conflict intensity, type of conflict i.e. functional or dysfunctional, etc. It is therefore recommended for future research to explore and investigate as to which of the conflict approaches is/are more appropriately be utilized by Project Manager during each of the project life-cycle.

Secondly, since project team members consists of different people with diverse educational & professional background, culture, values and nationality, it is recommended to explore and investigate the correlation between these cultural dimensions and other characteristic of project team members with conflict approaches and effectiveness of the project management.

Thirdly, leadership style of Project Manager is an important factor in ensuring project success which requires managing project conflict. Exploration and investigation on its impacts and correlation between leadership styles with conflict management approaches would therefore be recommended for future research.

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Conflict management approaches scales

Appendix 1

Co-operative (Reliability: 0.8898)

- (1) The project manager encourages a 'we are in it together' attitude.
- (2) The project manager seeks a solution that will be good for all of us.
- (3) The project manager encourages the people working on the project to try to understand the problem fully.
- (4) The project manager tries to understand others' views and positions.
- (5) The project manager ensures that the people working on the project understand a problem before seeking a solution.
- (6) The project manager encourages a lot of 'give and take'.
- (7) The project manager combines the best of his/her position with those of others to make an effective decision.
- (8) Tries to bring all our concerns out in the open so that the issues can be resolved in the best possible way.

Confirming (Reliability: 0.8410)

- (1) When disagreeing with others, the project manager is careful to communicate respect for them as people while criticizing their ideas.
- (2) The project manager allows the people working in the project to blame each other (Reversed). (*not valid*)
- (3) The project manager generally tries to satisfy the needs of other members.
- (4) The project manager usually accommodates the wishes of his/her subordinates.
- (5) The project manager gives in to the wishes of his/her subordinates.
- (6) The project manager usually allows concessions to his/her subordinates.

- (7) The project manager often goes along with the suggestions of his/her subordinates.
- (8) The project manager tries to satisfy the expectations of his/her subordinates.

Competitive (Reliability: 0.8377)

- (1) The project manager sticks to his position to get others to compromise.
- (2) The project manager demands that I agree to his position.
- (3) The project manager wants others to make concessions, but doesn't want to make concessions himself.
- (4) The project manager treats issues in conflict as a win-lose contest.
- (5) The project manager overstates his needs and position to get his way.
- (6) The project manager makes it costly for me to hold my view.
- (7) The project manager forces functional groups to accept schedules and budgets with which they are not comfortable.
- (8) The project manager uses his/her authority to make a decision in his/her favor.

Avoiding (Reliability: 0.8644)

- (1) The project manager encourages others to express their feelings and views fully (Reversed).
- (2) The project manager tries to keep differences of opinion quiet.
- (3) The project manager tries to keep anger and frustration from being expressed.
- (4) The project manager smoothes over conflicts by trying to ignore them.
- (5) The project manager attempts to avoid being "put on the spot" and tries to keep his/her conflict with his/her subordinates to him/herself.
- (6) The project manager usually avoids open discussion of his/her differences with his/her subordinates.

- (7) The project manager tries to stay away from disagreement with his/her subordinates.
- (8) The project manager tries to avoid unpleasant exchanges with his/her subordinates.

Conflict intensity, constructive conflict, effective project management scales

Appendix 2

Conflict Intensity (Reliability: 0.7173)

- (1) The people working on the project expressed different opinions.
- (2) The people working on the project have different perspectives on problems.
- (3) The people working on the project conflict about how to proceed on tasks.
- (4) The people working on the project conflict about how they should relate to each other or work together.
- (5) The people working on the project get upset at each other.
- (6) People working on the project disagree about the best way to accomplish the goals of the project.

Effective Project Management (Reliability: 0.8479)

- (1) Generally speaking, I am very satisfied with my work on the project.
- (2) I feel a strong commitment to the project.
- (3) My co-workers on the project and I feel highly committed to the goals of the project.
- (4) The way that the project manager supervises my work on the project:
 - (a) Inspires me to better job performance.
 - (b) Makes me think seriously about quitting or asking for a transfer.
- (5) I have a high degree of trust in the project manager's job competence.

- (6) All things considered I am highly pleased with the way in which the project manager supervises my work on the project.

Constructive Conflict (Reliability: 0.7138)

- (1) I work harder on the project because of conflict we have on the project.
- (2) Constructive change on the project occurs because of conflicts.
- (3) I know the project manager better and am more sensitive to him because of the way he handles conflicts.
- (4) I feel energized and ready to get down to work after a conflict.
- (5) I feel hostile to the project manager after a conflict. (not valid)
- (6) Generally I feel I have benefited from conflict on the project team.

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